



State of California
Employment Training Panel

Training Proposal for:

CoxCom, Inc.

Agreement Number: ET09-0222

Panel Meeting of: **October 17, 2008**

ETP Regional Office: **San Diego**

Analyst: K. Campion

PROJECT PROFILE

Contract

Type: Retrainee

SET Frontline - Retrainee

Industry

Sector(s): Communication

Counties

Served: Orange, Los Angeles

Union(s): ☐ Yes ☒ No

Repeat

Contractor: ☒ Yes ☐ No

Priority

Industry: ☐ Yes ☒ No

No. Employees in CA: 5,000

No. Employees Worldwide: 78,000

Turnover Rate %	Manager/ Supervisor %
5.5%	3.3%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$612,000	\$0	\$612,000

In-Kind Contribution
\$641,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Average No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Continuous Improvement Computer Skills Business Skills Commercial Skills	115	24 - 200	0 - 40	\$1,020	\$14.02
				Weighted Avg: 68			
2	SET Frontline Retrainee	Continuous Improvement Computer Skills Business Skills Commercial Skills	485	24 – 200	0 – 40	\$1,020	\$23.36
				Weighted Avg: 68			

Minimum Wage by County: Orange County, Los Angeles - \$14.02 (Job Number 1); SET - \$23.36 (Job Number 2)

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

\$1.70 per hour may be used to meet the Post-Retention Wage for Job Number 1.

\$3.38 per hour may be used to meet the Post-Retention wage for Job Number 2.

Other Benefits: Vacation pay, holiday pay, sick leave, bereavement leave, long term disability, life insurance, 401K retirement plan, accidental death and dismemberment insurance

Wage Range by Occupation	
Occupation Title	Wage Range
Analyst	
Customer Service Staff	
Engineer	
Field Service Staff	
Marketing Staff	
Programmer	
Technical Support Staff	
Supervisor/Manager	

INTRODUCTION

In this proposal, CoxCom, Inc. (CoxCom) seeks funding for retraining as outlined below:

CoxCom is a division of Cox Enterprises, a media conglomerate in the United States that owns 15 television stations through Cox Television. The CoxCom cable television system has more than 6.7 million subscribers throughout the country and its customers include residential homes, businesses, and public entities. CoxCom builds communication networks and delivers cable television programs and other telecommunications products. The company offers advanced

digital video, high-speed Internet and telephone services over its own nationwide Internet Protocol (IP) network, as well as integrated wireless services in partnership with Sprint. The focus of this proposal is the Orange County CoxCom headquarters facility in Rancho Santa Margarita and its sister facility in Palos Verdes, which is located in Los Angeles County.

At headquarters, the software development occupations - largely broadcast teleproduction and postproduction - are eligible for standard retraining under Job Number 1. Some analysts, engineers, programmers, technical support staff and all supervisors/managers will also be trained under Job Number 1. The remaining occupations are eligible for Special Employment Training (SET) under Job Number 2.

CoxCom currently has a hybrid analog and digital cable network, but due to advances in technology and market demand, the company is moving most of its business to digital technology. In 1996 Congress mandated the transition from analog to digital broadcast television. This is called the Digital TV transition (DTV), which requires homes to switch to digital on or before February 17, 2009. If a home with an analog TV does not convert its TV, it will stop receiving TV programs. The company believes that this transition will be difficult for many consumers to understand. Therefore, CoxCom has instituted two training initiatives that are critical to its success:

- 1). RTS – Road Map to Success is a new program that will retrain employees on Video, Phone, and Data.
- 2). ITCG – Installation and Trouble Call Guide is a set of operating procedures that must be implemented to solve digital customer problems and increase customer satisfaction.

The new digital system is projected to allow for higher network reliability that will increase customer satisfaction. The goal of the training will be to help employees make the transition to digital networks and re-learn their jobs. This requires a comprehensive training effort with the help of ETP.

CoxCom requests ETP funds to train approximately 580 frontline workers and 20 supervisors/managers in Commercial Skills, Continuous Improvement, Computer Skills, and Business Skills.

PROJECT DETAILS

Commercial Skills training will be provided to Engineers, Field Service Staff, Technical Support Staff, and Supervisors who begin their transition from analog to digital technology. The company has designed and installed custom technology labs that simulate the digital world of communications. New production equipment and production testing equipment are being implemented which will help facilitate the transition to a digital network and require training. As the digital initiative moves forward, workers will be tasked to learn new production techniques. The company projects that improving the technical knowledge of its workers will improve job proficiency.

Continuous Improvement training will be provided to all occupations. The company has determined that implementing process improvement is critical to its success. Employees must be trained on new processes that will improve product quality, improve compliance, and reduce errors across all areas of the company. Therefore, workers must be trained in six sigma philosophies and new quality procedures. The company will implement quality teams that will support the company's goal of moving to a high performance workplace.

Computer Skills training will be provided to Analysts, Engineers, and Programmers on Software Design, Software Procurement, Software Development, and Designing Applications. These workers need training in these areas to implement new software systems and improve the quality of the network and services. Customer Services Staff, Field Service Staff, Managers, Supervisors, and Technical Support Staff will be trained on Internal Software Applications, Intermediate and Advanced Excel, Access, and PowerPoint. Learning these applications will allow workers to respond quickly to customer requests and solve customer problems quickly. This will improve customer support and improve customer satisfaction.

Business Skills training is projected to increase workers' communication skills and effectiveness. Trainees will learn how to communicate with internal and external customers, which the company projects will result in reduced errors, increased productivity, and increased customer satisfaction. Some trainees will be trained on Digital Networks, Production Operations, Equipment Operations, and Operating Procedures. This will allow these workers to install, troubleshoot, and fix digital networks to ensure better customer outcomes.

Commitment to Training

CoxCom represents that ETP funds will not displace the existing financial commitment to training. The company anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. The company projects to spend approximately \$650,000 on training for both facilities in this proposal, above and beyond the proposed ETP training, in the following areas: Company Orientation, On-the-Job Training, Sexual Harassment Prevention, Workplace Violence Prevention, Compliance in the Workplace, Diversity Training, and on-the-job administrative and technical training. Additionally, CoxCom represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

CoxCom representatives also report that following the conclusion of the ETP training project, the company will provide the following training to its workforce: Meeting Customer Needs, Inspection Procedures, Accounting Systems Training, Business Practices, Production Operations, Integrated Engineering, and Testing Procedures.

Special Employment Training

SET funds are limited to 10% of the training funds available each year. However, under SET, the company is not required to demonstrate out-of-state competition and the trainees are not required to meet eligibility standards for retraining. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. Job Number 2 retrainees in this proposal have been identified for SET funds because these retrainees' jobs are not threatened by out-of-state competition. All trainees in Job Number 2 meet the Panel's definition of frontline workers. The percentage of managers reported on page 1 are Job Number 1 managers which are funded under ETP's standard out-of-state competition funding.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by the company under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET08-0279	\$687,000	12/17/07 – 12/16/09	650	0	*0

*This project is for the San Diego CoxCom facility only. Training commenced in December 2007 and is ongoing. Currently, there are 301 retrainees enrolled. The ETP class/lab tracking system reflects potential earnings of \$110,538, as of the middle of July 2008. San Diego CoxCom representatives report that they project to earn 100% of the Agreement amount by the conclusion of this project.

DEVELOPMENT SERVICES

The company retained National Training Company in Irvine to assist with development of this proposal at no charge.









ADMINISTRATIVE SERVICES

The company also retained National Training Company to perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

TRAINING VENDORS

To Be Determined


















Exhibit B: Menu Curriculum**Class/Lab Hours****24 – 200***Trainees will receive any of the following:***CONTINUOUS IMPROVEMENT**

-  Six Sigma Skills
-  Total Quality Management
-  Production Scheduling
-  Decision Making
-  Process Improvement
-  Team Problem Solving
-  Quality Control Procedures
-  Inspection Procedures


















COMPUTER SKILLS

-  Software Design
-  Software Procurement
-  Software Development
-  Designing Applications
-  Accounting Systems
-  Internal Software Applications
-  Intermediate and Advanced Excel
-  Intermediate and Advanced Access
-  Intermediate and Advanced PowerPoint
-  Project Management Software

BUSINESS SKILLS

-  Identifying Customer Needs
-  Resolving Customer Complaints
-  Putting the Customer First
-  Interpersonal Skills
-  Negotiating Skills
-  Product Knowledge
-  Business Processes
-  Project Management
-  Team Development Skills
-  Peer Coaching
-  Putting the Customer First
-  Digital Networks
-  Parts and Products
-  Integrated Engineering
-  Equipment Operation
-  Technical Specifications
-  Testing Procedures
-  Operating Procedures

COMMERICAL SKILLS

-  Network Reliability
-  Digital Telephone (VoIP) Installation and Troubleshooting
-  Data Installation and Troubleshooting
-  Digital Video Troubleshooting
-  Fiber Optic Cable Systems
-  Fiber Optic Connectorization
-  Optimal Loss Testing
-  Troubleshooting Networks
-  Troubleshooting Operations
-  Emergency Restoration
-  Fiber Optic Splicing
-  Optic Transmission Theory
-  System Design Parameters
-  Installation Guidelines
-  Technical Standards
-  Advanced Production Techniques
-  Advanced Operating Procedures